



# **Teamwork & Building Relationships in the Workplace**

**CORE PRINCIPLE SUPPLEMENT GUIDE**

**LEADINGAGE IOWA'S  
ONBOARDING TOOLKIT  
FACILITATOR GUIDE, CORE PRINCIPLE #5**

## **Core Principle #5**

### **Teamwork and Building Relationships in the Workplace**

#### *Facilitator Guide*

#### ***IMPORTANCE OF THE PRINCIPLE***

Teamwork is an important (arguably, the most important) aspect of being able to deliver high-quality care to residents and families. Teamwork is important to a long term care organization because of the scope of work performed on a daily basis. One team member cannot take all the responsibilities of caring for a resident. Each team member is hired to perform a certain skill set, which contributes to a single department, and the department functions interact with the operations of other departments to provide care to residents.

There are many reasons why team members are ineffective at times. Lack of communication, lack of networking or partnering outside of the team, lack of a clear vision, poor conflict management skills, lack of leadership skills and lack of interpersonal team building skills are all reasons why teams may perform ineffectively.

To develop teamwork and maintain a productive level of collaboration, leadership must recognize the investment needed in training to recognize differences in the workplace, to understand the impact of assumptions, and to develop feedback and conflict management skills. Leaders themselves must also recognize the impact relationships have on creating high functioning teams.

Principle #1 discusses the importance of welcoming a team member into the workplace and how a team member's warm welcome is the beginning to a relationship. The tool *All About Me* helps to foster relationships by helping team members associate names with faces and learn more about one another. To help build organizational relationships, organizations must also understand the principles of intercultural competence, cultural intelligence and how diversity impacts the one-to-one connections between individuals in the organization and overall work processes.

Offering trainings, tools, and resources to help team members understand and navigate differences in the workplace will not only build teamwork and strengthen relationships in the workplace, but it will also help build engagement and overall job satisfaction.

***DIRECTIONS FOR READINESS ASSESSMENT***

Have the Principle Five Readiness Assessment completed by a team member or leader within the organization. This person should be familiar with the organization’s pre-employment, job application, interview, employment offer and new team member orientation process. There is no need to involve residents, family members, or external individuals in the assessment. The outcome of this assessment will demonstrate areas for improvement within Principle Five in your organization.

***AVAILABLE TOOLS & RESOURCES***

<b>Stage of Employment</b>	<b>Tool</b>	<b>Description of Tool</b>
Organization Wide Process	Activity: Team Contract	This activity provides structure for helping a team collectively develop a solution to a problem or area of opportunity in the form of a team contract.
Organization Wide Process	Training: Understanding Learning Styles	This training discusses differences in learning styles. The training defines learning styles, when differences in learning styles may be observed, the various types of learning styles, the importance of considering learning styles in everyday organization interactions and how an organization can leverage the diversity of learning styles to improve the overall quality of care and services delivered.
Organization Wide Process	Activity: What's Your Learning Style	This activity allows team members to explore and understand their own learning style as well as the styles of team-members. Organizations should consider using this activity in partnership with <i>Training: Understanding Learning Styles</i> .

<p>Organization Wide Process</p>	<p>Leadership Competencies</p>	<p>This tool introduces leadership competencies and their use in an organization's broader talent management or human capital strategy. It provides guidance on</p>
		<p>the common leadership functions and the corresponding competencies. It also discusses the interplay of proficiency levels. Organizations are encouraged to customize the selection of competencies to align with organizational mission, vision and values.</p>
<p>Organization Wide Process</p>	<p>Management Meeting Guide</p>	<p>This tool provides structure to meetings and helps facilitate the sharing of information pertinent to team member engagement and retention initiatives. Maintaining written notes helps with accountability for tasks and facilitates communication when attendees have conflicts. Organizations are encouraged to customize this tool to align with organization culture and the purposes for the meeting.</p>
<p>Organization Wide Process</p>	<p>Performance Potential Assessment Matrix</p>	<p>This tool, commonly used in organizational succession planning efforts, can also be used for team member engagement by identifying those individuals who strongly contribute to the success of the organization's short- and long-term goals. This tool helps an organization identify when coaching or a change in responsibilities is needed.</p>

At Time of Interview	Interview Questions (Culture Based/Collaboration/Teamwork)	This tool provides a framework for how organizations can evaluate and assess candidates in alignment with the organization's mission, vision and core values. Model questions are offered that help assess a candidate's teamwork, hospitality and collaboration to avoid problems arising from recruitment and hiring decisions.
Onboarding	Common Question and Answer Guide	This tool provides common questions that new hires may be asked and provides opportunity for the organization to provide model answers. Organizations are highly encouraged to review this list with team members and leaders to verify that organization-specific questions are captured. Some organizations may decide use this in conjunction with orientation materials and have team members answer questions to clarify understanding.
Onboarding	Training: Assumptions in the Workplace	This training talks about the impact workplace assumptions can have on an organization's ability to work effectively in teams and to deliver quality care. The training talks about what assumptions are, when they are made, and who makes them.

Onboarding	Mentor Activity: Navigating the Workplace	This tool provides a unique perspective to “navigating the workplace.” This tool helps an organization show team members how various systems and processes within the organization work. By using the tool, team members will have an increased level of awareness and proficiency as to why and how their role is important in delivering quality care.
Onboarding	Training: Differences that Make a Difference	This training offers a unique alternative to harassment and discrimination trainings. The training defines diversity, reviews the many differences present in our organization, discusses how diversity impacts team members, leaders and teams on a daily basis, and reviews the importance of diversity to the organization.
Organization Wide Process	Training (All Staff): Value of Kindness & Relationships	This training offers a visual of the impact that a lack of kindness and patience can have on an individual’s ability to efficiently and effectively complete their job.

**TOOL & RESOURCE IMPLEMENTATION NOTES**

<b>Tool</b>	<b>Description of Tool</b>
Activity: Team Contract	Printout of Activity Copy of Organization Mission, Vision and Values Copy of Team Member Handbook Copy of Organization and Department Specific Short and Long Term Goals White board or Poster Board Markers
Training: Understanding Learning Styles	Projector to display slides. Copy of Learning Style Result (if done in conjunction with <i>Activity: What’s Your Learning Style</i> )

Activity: What's Your Learning Style	Printout of Activity Learning Style Assessment Tool Computer Access Depending on
Leadership Competencies	Printout of Activity
Management Meeting Guide	Printout of Activity
Performance Potential Assessment Matrix	Printout of Activity
Interview Questions (Culture Based/Collaboration /Teamwork)	Printout of Activity
Common Question and Answer Guide	Printout of Activity
Training: Assumptions in the Workplace	Projector to display slides
Mentor Activity: Navigating the Workplace	Printout of Activity Organization Map Organization Chart Job Descriptions
	<i>Nomenclature/Jargon/Facility and Industry Terms Sheet</i> <i>Team Member Development Plan</i> <i>Management Meeting Guide</i>
Training: Differences that Make a Difference	Projector to display slides. White board/Flip Chart Markers
Training (All Staff): Value of Kindness & Relationships	Projector to display slides. Table/Desk or Flat Surface Toothpaste Pens/Pencils Paper Masking Tape *Materials for clean up

## ***QUESTIONS TO ASK TO HELP FACILITATE QUALITY IMPROVEMENT DISCUSSION***

As a Program Facilitator, you will want to brainstorm information and resources that the team reviewing the onboarding project materials will want to have readily available. This information will help to facilitate the discussion surrounding current program offerings and the group dialogue related to the organization's intended use of recommended tools and resources.

The following are some questions that you, as Program Facilitator, can ask recently hired or tenured team members, leaders, residents, and family members to prepare in advance of the quality improvement discussion.

### *Questions*

- TEAM MEMBER: Tell me about the last time you participated in finding a solution to a problem.
- TEAM MEMBER: Leaders should have the following qualities if they work at this organization...
- TEAM MEMBER: I understand what meetings take place in the organization and how they impact my role. Describe...
- TEAM MEMBER: Most problems in the workplace result from....
- TEAM MEMBER: Tell me about the last time that someone did or said something that you didn't like. What did you do about it?
- TEAM MEMBER: One aspect of diversity that I would like to learn more about is...
- TEAM MEMBER: In my role, I know I should attend \_\_\_\_\_ meeting. When I miss the meeting, I know I should go to \_\_\_\_\_.
- LEADER: What skills and qualities makes my role as a leader different than that of an individual contributor?

- LEADER: In my role I know I should attend \_\_\_\_\_ meeting. When I miss the meeting, I know I should go to \_\_\_\_\_.
- LEADER: One aspect of diversity that I would like to learn more about is...?

### ***NOTES FROM QUALITY IMPROVEMENT GROUP DISCUSSION***

As a Program Facilitator, you should appoint a member of the team reviewing the onboarding program materials to take notes in a location that is visible to all attendees. Taking notes will help keep the conversation on track and help the group collectively determine any follow up needed.

### ***PRINCIPLE ACTION PLAN***

As a Program Facilitator, it is your responsibility to ensure that a process is in place for implementing and managing the key orientation and onboarding program process changes. Organizations may use existing tools, resources or systems or consider developing an action plan. *See Exhibit A- Action Plan.*

### ***FOLLOW UP FOR COMPLETION & QUALITY REVIEW***

As a Program Facilitator, it is your responsibility to schedule any needed time to follow-up on discussion, confirm completion of action items and ensure that any process changes are implemented into the organization's quality control processes.

### ***ADDITIONAL RESOURCES***

- *ACHE Healthcare Executive 2017 Competencies Assessment Tool*, American College of Healthcare Executives. Available here:  
[https://www.ache.org/pdf/nonsecure/careers/competencies\\_booklet.pdf](https://www.ache.org/pdf/nonsecure/careers/competencies_booklet.pdf)
- United States Department of Labor's "*Skills to Pay the Bills: Mastering Soft Skills for Workplace Success*," is a curriculum developed by ODEP, focused on teaching workforce readiness skills. Activities teaching "*Teamwork*" are available here:  
<https://www.dol.gov/odep/topics/youth/softskills/Teamwork.pdf>
- United States Department of Labor's "*Skills to Pay the Bills: Mastering Soft Skills for Workplace Success*," is a curriculum developed by ODEP, focused on teaching workforce readiness skills. Activities teaching "*Enthusiasm and Attitude*" are available here:  
<https://www.dol.gov/odep/topics/youth/softskills/Enthusiasm.pdf>

- *Resources.* Human Systems Dynamics Institute. *Available here:*  
<http://www.hsdinstitute.org/resources.html>
- *Publications, Resources and More-The Roadmap to Intercultural Competence Using the IDI, Intercultural Development Inventory (IDI).* *Available here:*  
<https://idiinventory.com/publications/>



*EXHIBIT A*  
**PRINCIPLE #5 ACTION PLAN**

<b>Readiness Criteria</b>	<b>Problem to Be Resolved</b>	<b>Action Needed</b>	<b>Person Responsible</b>	<b>Completion Date</b>

